



# COMPANY PRESENTATION

[www.solina.com](http://www.solina.com)

**WE MAKE  
FOOD MATTER**





We design customised ingredient solutions for our customers operating in the food industry, food service, butchery and nutrition markets. We want to contribute to the production of food that is good in every sense of the word.

By constantly rethinking culinary solutions, we make food matter for people and the planet.

**Leading global partner  
for the food industry**







# WHO WE ARE



# Our purpose

We make food matter for people and the planet to be the leading partner constantly rethinking culinary **food solutions** and products.

WE MAKE  
FOOD MATTER

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MATTER





# Our purpose

We make food matter for people and the planet to be the leading partner constantly rethinking culinary **food solutions** and products.



## WE

A community of over 3,400 people sharing a passion for food.

## MAKE

Going beyond providing products, offering unrivalled customer service.

## FOOD

Championing savoury by creating ingredient solutions that enhance the taste, functional and nutritional performance of food.

## MATTER

Covering all consumer expectations of food; being delicious, nourishing, affordable, sustainable and convenient.





# Numbers speaking

## BUSINESS

**€ 1,2B T/O**  
through organic growth  
and M&A

**+ 75  
countries**  
in which Solina has  
business activity

**+ 18,000  
customers**  
globally served by Solina

## FACILITIES

**18 countries**  
in which Solina has  
facility presence

**+ 30 R&D  
centres**  
to rethink culinary food  
solutions

**38 production  
sites**  
across Europe and North  
America

## PEOPLE

**+ 3,400  
people**  
passionate about  
food

**> 10% R&D  
people**  
among all Solina  
colleagues

**AA+ score**  
employee survey



# Organic growth strengthened by strategic M&A

Our leading position in savoury is the result of **business diversification**, reinforced by **strategic and culture-fitting acquisitions** at the proper timing, via the proper business channel.

**2023**

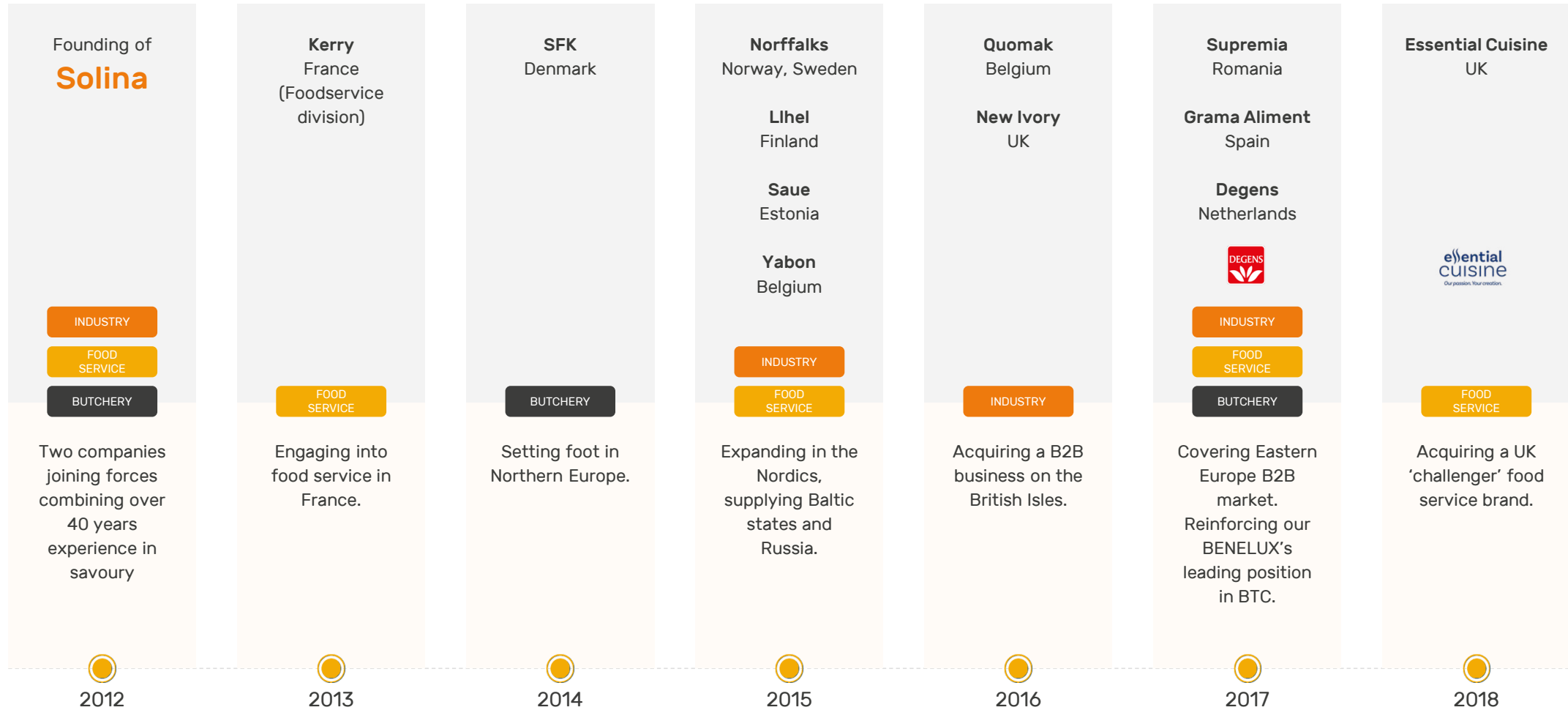
Presence in **18** countries  
**3,400** food enthusiasts  
**€1,2 B** T/O



**2012**

Presence in **6** countries  
**250** food enthusiasts  
**75 M€** T/O









# 38 factories in total

- 36 production sites
- 2 logistic-only sites

Local proximity,  
global footprint.

7

In North  
America

29

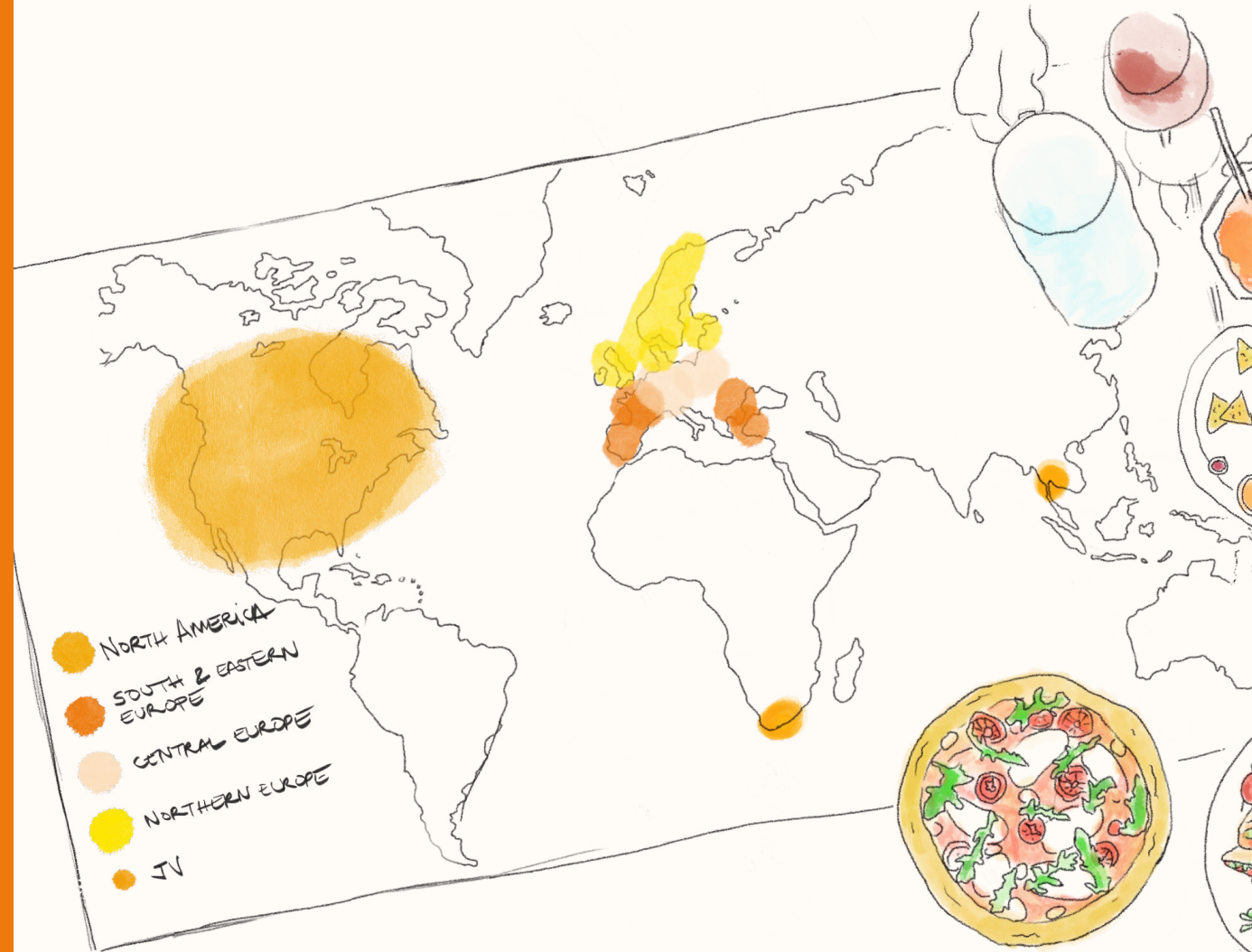
In Europe

1

JV in Africa  
(South-Africa)

1

JV in Asia  
(Thailand)







# Sustainability at heart

We make food matter with our **PARTNERS**, in order to deliver **PERFORMANCE** towards an entire industry by conceiving innovative **PRODUCTS** and solutions that foster **PEOPLE**'s wellbeing and nurture our **PLANET**'s resources.

# Why is sustainability at the heart of Solina ?



- We play a key role, with our partners, in the **food value chain**.
- We nurture a **farm to fork philosophy**.
- Upstream: we source the best of what nature can offer through close, long-term, relationships with our **supply partners**.
- Downstream: we combine our key expertise on culinary, functional and nutritional ingredients to design **sustainable solutions** for our customers for the creation of food products **better-for-you** and **better-for-planet**.



# Sustainability commitments

The basis of our sustainability integration is centred around our **5 key pillars**.

## PARTNERS



Establishing long-term and honest relationship with our customers, suppliers and providing unrivalled customer services.

## PEOPLE



Investing in people to create a safe, inclusive, ethical work environment. Improving the wellbeing of our end consumers and communities.

## PRODUCTS & SOLUTIONS



Pioneering with tasty, healthier and sustainable food solutions which benefit people and the planet.

## PERFORMANCE



Pursuing our historical organic growth, whilst considering our societal and environmental opportunities and impacts.

## PLANET



Reducing the environmental impact, contributing to a food system respectful of natural resources.

# Entrepreneurial culture

Cu**S**tomer centric

F**O**cused

Va**L**ue Driven

**I**nnovative

Accou**N**table

Coll**A**borative







# WHAT WE OFFER





# Integrated ingredient solutions

An **end-to-end expertise** generating customised ingredient solutions contributing to the creation of food concepts that deliver on:

- Dry ingredient solutions
- Liquid ingredient solutions



Perfected TASTE  
Enhanced NUTRITION  
Optimised FUNCTIONALITY

# Integrated ingredient solutions

Taste

Coatings

Dry bases

Nutrition

Marinades

Functionality

Seasonings

Protein

Sauces

Culinary aids

Herbs & spices

And much  
more

...

# Meeting custom requirements

Natural

Halal

Allergen-free

Kosher

Nutri-Score

Free from

Plant-based

Vitamins

Clean label

Bio

Eco-Score

And much  
more ...



# Inspirational concepts

A plant-based burger  
excelling in  
taste, texture  
and nutrition

A poultry ham  
breaking nutri-  
score barriers

All kinds of hot  
dogs

Rethinking  
typical Thai  
chicken

Plant-based  
döner  
delivering the  
full package



- High in protein
- Source of fiber
- Low in sugars
- Vitamin-enriched
- Nutri-Score A
- Custom plant protein compound

- Clear label brine mix
- Additive-free taste solution ([Sign'Nature](#))
- Low-sodium solution
- Nutri-Score A

- Catering to the street-food boom
- Halal, plant-based, pork...
- All nutri-score improved and holding clear label
- Optimised taste profiles by the use of [Spice Paste](#)

- Global trends adapted to local taste preferences
- Clear label texturising agent for juicier chicken meat
- Dry power base for red Thai curry sauce
- Low-sodium solutions ([Saltwell](#))

- Protein base fibrillation technology
- Sensorially optimised
- Accompanied by vegan sauces
- 100% natural taste enhancer ([Sign'Nature](#))



# WHO WE SERVE



# Sectors of activity

## FOOD INDUSTRY

- Meat
- New protein food
- Meals
- Snacks
- Vegetables

## NUTRITION INDUSTRY

## FOOD SERVICE

Commercial  
foodservice  
(FSR & QSR)

Institutional  
food service

## BUTCHERY

## RETAIL

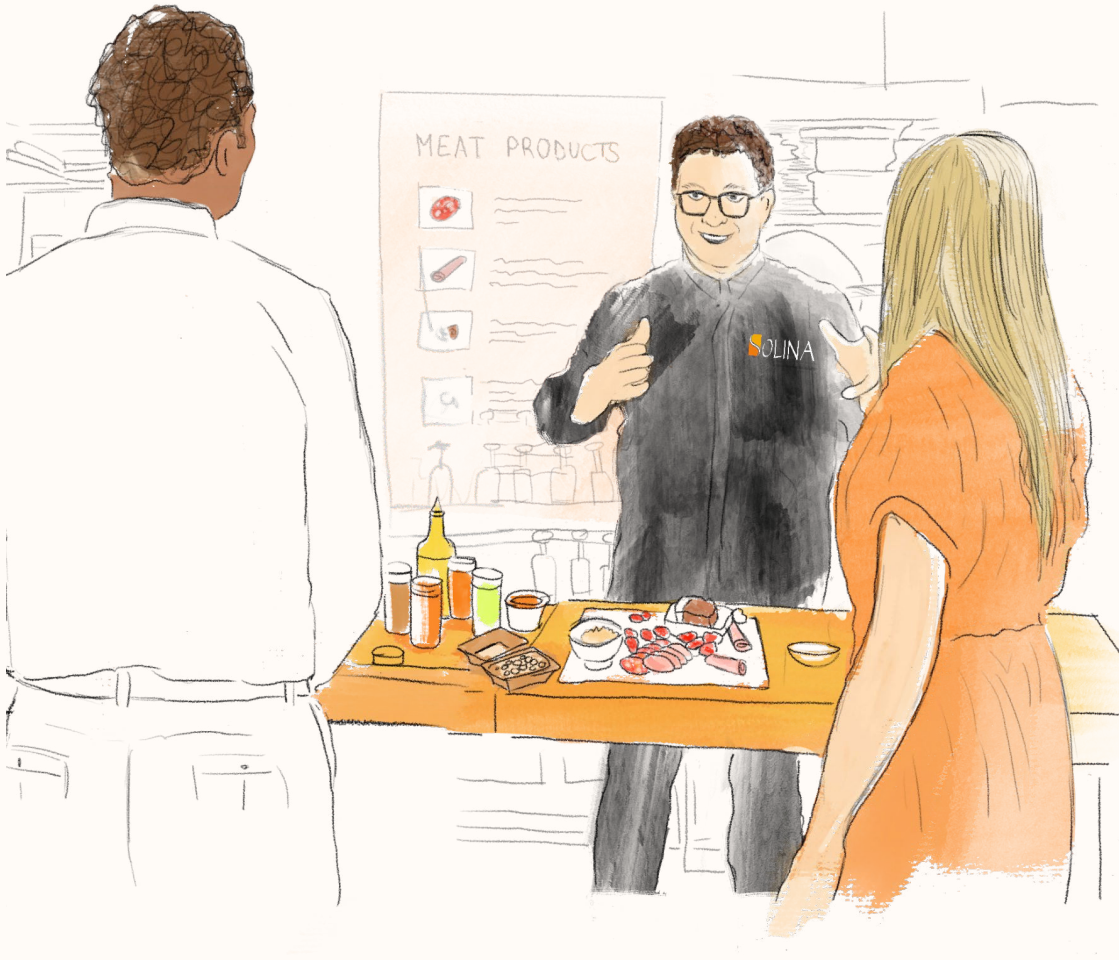




Who we serve

# Food industry





# Food industry

## Meat

Designing meat products that are good in every sense of the word



# Expert in meat

## Proposition

### Customer-centric

Customised solutions adapted to the specific processes, specifications and local trends of each project.

### Technical

A team of more than 50 meat specialists in R&D (technologists, scientists and chefs) understanding the taste, functional, visual and nutritional product properties.

### Solutions

From brining and fermenting, to coating and emulsifying, we have the ingredient sources and expertise for companies working with meat, poultry, charcuterie and more.

### Capabilities

A skill-set to address the full range of demands consumers are imposing on the meat industry. With a pilot hall, R&D centres and partnerships with universities.





# Food industry Meals

Next level culinary solutions



# Expert in meals

## Proposition

### High level customisation

Customised solutions optimise taste, appearance, nutrition and functional elements.

### Culinary expertise

Team of chefs, flavourists and food technologists to help deliver ready meals.

### Advanced R&D

Our teams combine dynamic culinary creativity and forward-thinking R&D with a sound understanding of manufacturing processes.

### Versatile offerings

Culinary solutions such as stocks, bouillons, spice pastes, sauces and sauce bases, marinades and rubs, dressings, glazes and more, that deliver on many aspects.





# Food industry

## New protein food

Guide customers stay ahead of the curve through our plant protein solutions



# Expert in new protein food

## Proposition

### Insights

Continuously analysing the market for early signs of emerging trends and other insights. This equips us to detect global and local market opportunities to the benefit of our customers.

### Expert team

A diverse team consisting of scientists (raw material knowledge), engineers (processing technology), chefs (culinary creativity) and dieticians (nutritional enhancement) plays into our strengths.

### Research center

A culinary kitchen complemented by a well-equipped, state-of-the-art pilot plant that keeps us at the forefront of knowledge of processing technology.

### Full-service partner

Built upon our strong protein heritage and expertise in taste, functional and nutritional ingredients, and supported by a 360° service level for our customers; from raw material selection to culinary support.



# Food industry

## Snacks

The snack side of Solina



# Expert in snacks

## Proposition

### Taste

Independent sourcing giving Solina access to an unlimited variety of aromatic profiles and new flavour associations.

### Nutrition

Optimising the nutritional profiles resulting in better-for-you snacks that retain desired sensory properties, such as fatty mouthfeel but achieve A or B grades on Nutri-Score.

### Technical

Ensuring good flowability to deliver powders that fit seamlessly into our customers' production lines.

### Sustainable

Pioneering the use of organic seasonings based on carefully selected raw materials from widely approved crop areas and on locally sourced, region-specific ingredients.







# Food industry

## Vegetables

From vegetables to delicious meals

# Expert in vegetables

## Proposition

### Taste

From a dressing that enhances salad leaves to creating a spiced tomato paste for a meal-kit lasagne, Solina's chefs and flavourists help vegetable cutters bring flavour to their raw materials.

### Packaging

Flexibility in packaging types (sachet, cup or other receptacle) and in required volumes, with our facility in Nieuw-Vennep (The Netherlands) having seven lines for sachets alone.

### Agility

Our packaging operation is echoed in our approach to customer service. We react rapidly to customer needs.

### Service

Solutions that fit the customer's operation, being part of a broader package.





Who we serve

# Food service





# Solutions for every chef

Quality in the basics brought to  
**convenience chefs**



Enabling big kitchens to  
**outperform**

Taste, flavours, textures unveiling the creativity of  
**professional chefs**



For confident and self-assured **kitchen explorers**

Purity, naturalness and provenance for  
**Michelin starred chefs**



Every ingredient is a  
**character**



# Commercial food service

“ Making every chef's job easier ”

## Serving

Hotels, pubs & restaurants, leisure travel catering, full-service restaurants, quick service restaurants, fast food, independent and chain operators.

## Offering

Culinary aids, bouillons, jus and gravies, stocks, dry soups and sauces, sauce bases, herbs and spices, glazes, binding systems, and much more.

## Brands

- Europe : [www.apollofood.eu](http://www.apollofood.eu)
- United Kingdom: [www.essentialcuisine.com](http://www.essentialcuisine.com)
- North America: [www.berthelet.com](http://www.berthelet.com)



# Quick service restaurants

“We can deliver even more tasty, natural, crunchy... and healthier applications”

## Proposition

With an extensive end-to-end expertise that covers ingredient sourcing, R&D, regulatory, technical advice, culinary inspiration and other services, Solina provides tailor-made sauces, seasonings, coatings and functional ingredients to supply partners of QSR kitchens, all to create the food of tomorrow.

## Offering

- Sauce solutions: fresh flavours, flexible packaging formats.
- Coating solutions: breadcrumbs, batter mixes etc.
- Plant protein solutions: tailor-made protein bases.
- Functional solutions: texture, stability etc.





# Institutional food service

“Facilitating the running of busy kitchens”

## Serving

Institutions such as health and educational establishments (schools, universities and company canteens), retirement homes, etc. We understand their requirements for well-balanced diets as well as the importance of preparation times and cost control.

## Offering

Culinary aids, bouillons, jus, gravies, stocks, sauce bases, herbs and spices, glazes, binders and oral nutrition products for dysphagia and loss of autonomy.

## Brands

- Europe: [www.nutrisis.solina-group.eu](http://www.nutrisis.solina-group.eu)
- North America: [www.berthelet.com](http://www.berthelet.com)



Who we serve

# Butchery





# From butchers to deli stores

“Building on butchery heritage and tradition”

## Serving

Artisan butchers and in-store butchers provided with turnkey solutions for butchers' business. From product ranges through recipe creation to labelling assistance, we provide a full set of products and services.

## Offering

Marinades, seasonings, herbs and spices, functional blends, coatings, purées, ready-to-use sauces, sauce powders, soups, crumb mixes.

## Brands

- France: [www.jaeger.direct](http://www.jaeger.direct)
- Belgium: [www.rejospices.eu](http://www.rejospices.eu)
- Netherlands: [www.degens.eu](http://www.degens.eu)
- Germany: [www.hagesued.de](http://www.hagesued.de)





Who we serve

Retail



# Elevating retail foods



## Chef-lead solutions

to add value to meat, fish and vegetables

## Product applications

sauces, stocks, drizzles, marinades, seasonings and more

## Matching local cuisines

and constantly monitoring the latest restaurant trends, bloggers and fellow chefs

## Holistic proposition

- Taste (local adaptation)
- Functional (shelf-life requirements),
- Nutritional performance (meeting nutritional claims)
- Packaging solutions
- And much more





# HOW WE WORK







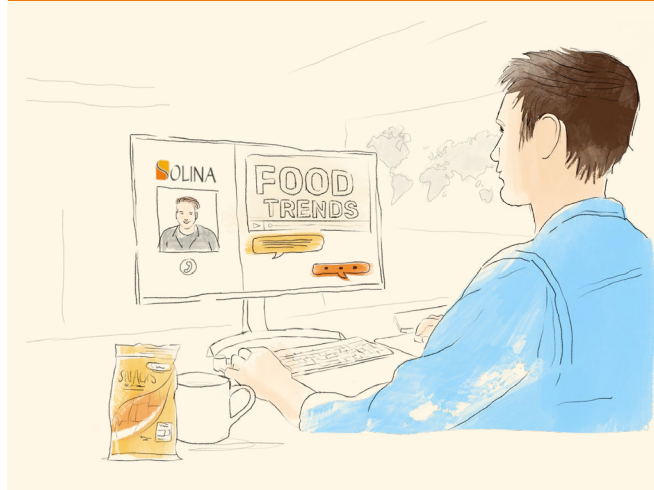
How we work

# Our expertise



# Applying our multifaceted end-to-end expertise

Led by customer trends and market insights



Rich in capabilities and solutions



Culinary inspired



Backed with customised services



# Applying our multifaceted end-to-end expertise

Raw material  
& ingredient  
sourcing



Supply chain



Regulatory &  
certifications



Quality  
control



Market  
intelligence



Dry blending  
customised  
solutions



R&D &  
innovation



Customer  
services



Tailor-made  
packaging  
capabilities



Technical  
support



Culinary  
approach





### Raw material & ingredient sourcing



Local, highly connected procurement teams supported by a global sourcing platform.

### Supply chain



Our supply chain teams continuously work to balance availability of ingredients and scheduling production to ensure consistent supply.

### Regulatory & certifications



Dedicated department with in-house capabilities to conduct many certifications and with third-party labs to ensure we can conduct virtually every test available.

### Quality control



We have created a legacy of safety to bring ready-to-eat custom-blended solutions to our customers.

### Market intelligence



We source market intelligence from multiple market research platforms so we can be in front of the ever-changing marketplace trends, with sales intelligence allowing us to more effectively collaborate with our customers!

### Dry blending customised solutions



We have a long history of creatively delivering tailored solutions for our customers no matter what the requirements. We can develop, adjust or match a flavour profile to meet specific needs.

### R&D & innovation



Innovation is at the core of what we do! We collaborate with our customers to develop any specifications important to them through our dedicated team of R&D professionals.

### Customer services



Our focus is on our customers, and their needs. Our team of business development teams and customer service teams are committed to finding the proper solution.

### Tailor-made packaging capabilities



We possess a huge amount of packaging possibilities. From small pouches to even container-size packaging.

### Technical support



Offering the proper solution is only the beginning. Our technical experts guide customers in processing and manufacturing.

### Culinary approach



In creating the food of tomorrow, nothing is more important than taste. Our organisation is defined by a culinary philosophy, driven by our Culinary Council.



How we work

# Our proposition





# Our value proposition

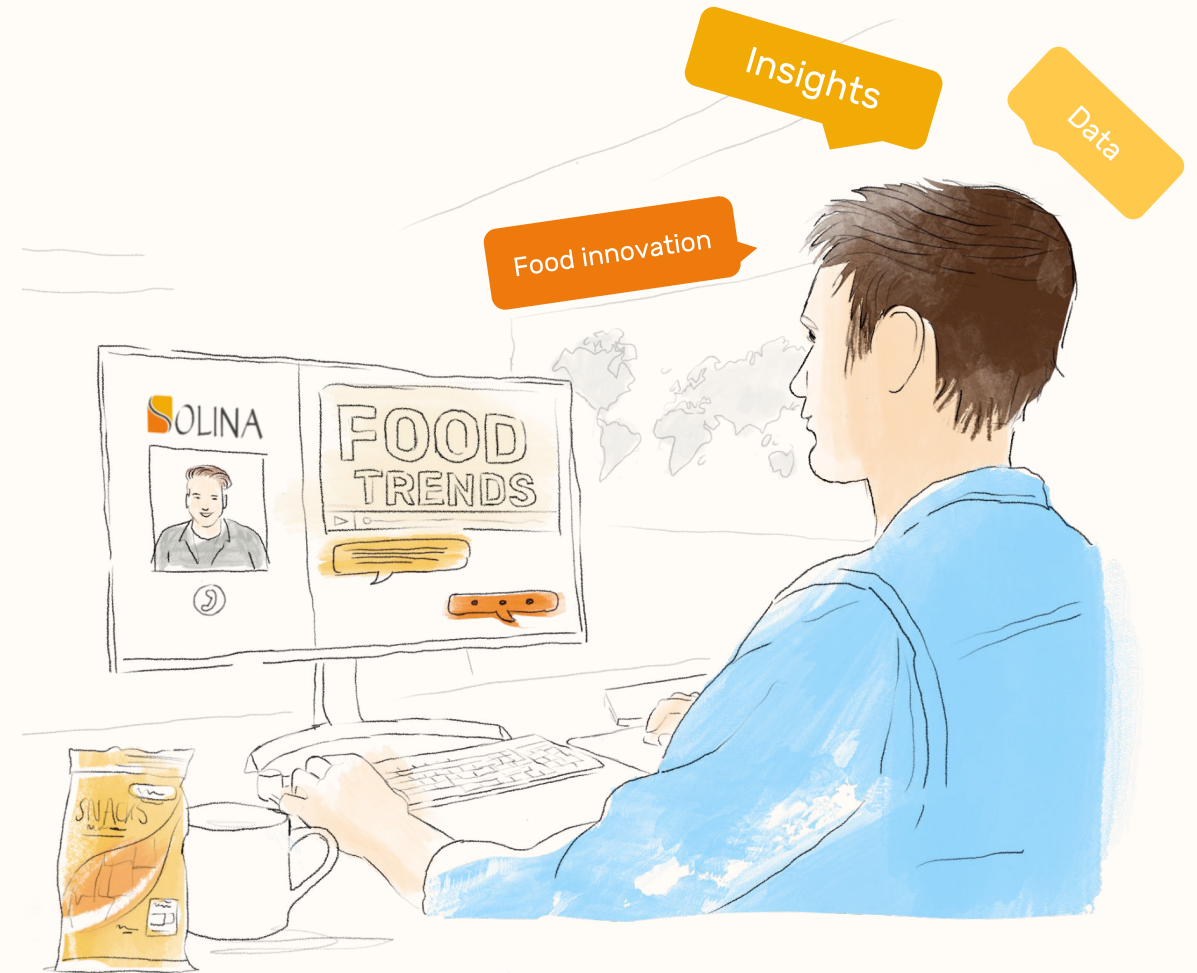
Consumer and market inspiration, savoury food innovation, product and service customisation; the combination of these three assets constitutes the foundation of a **three-pillared approach**, with our customers' solution at the centre of everything.



# Customer & market inspiration

We work proactively to use our knowledge of the latest consumer trends and market insights to help customers stay ahead in the fast-changing savoury food market.

In practice, that means we inspire with culinary food concepts and provide extensive market understanding, food technology wisdom and culinary expertise in support of food ingredient solutions.



# Savoury food innovation

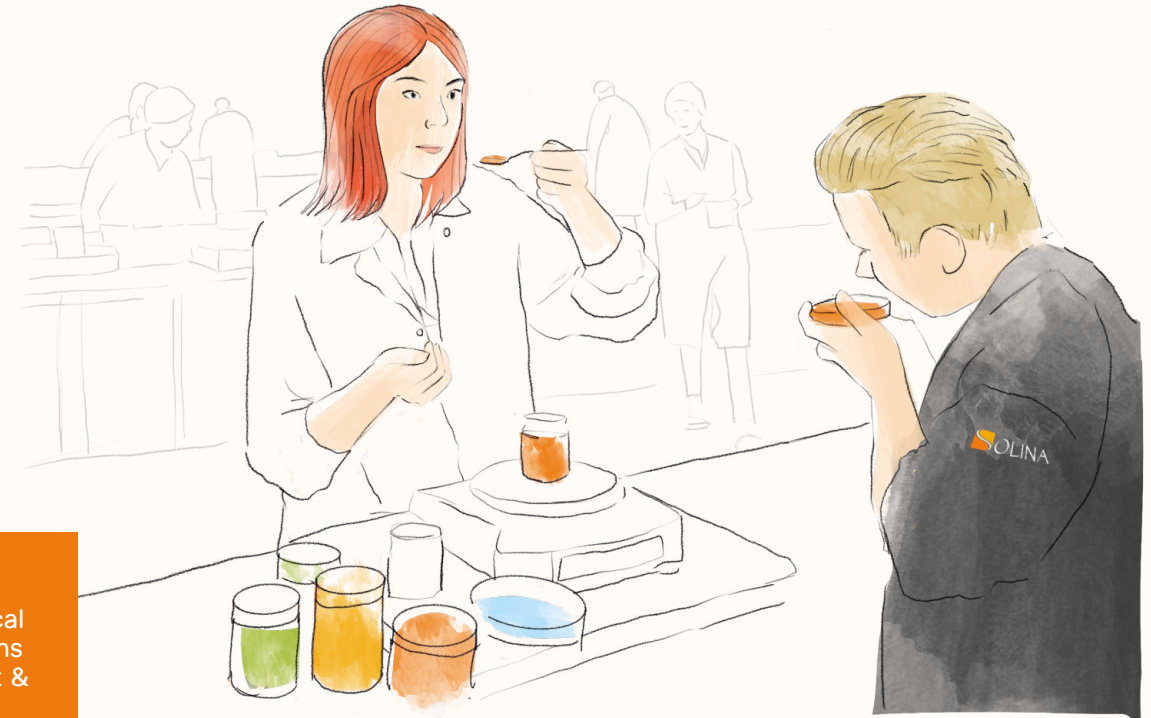
We nurture an approach in which we apply our expertise in raw material and ingredient sourcing, regulatory and certifications, quality control, market trends and R&D to the creation of innovative food solutions.

Multi-disciplinary R&D teams

Understanding of customers' production processes, ingredient characteristics and culinary techniques

Global and local food trends monitoring

Supported by global and local sourcing teams (procurement & regulatory specialists)





# Product & service customisation

Our advanced skill-set is crucial to conceiving solutions in line with our customers' expectations, technical processing capabilities and quality requirements.





How we work

# Our organisation



# Organisation

Proudly local, the value of our geographic proximity

- Local sales teams
- Local R&D teams
- Local customer service
- Local tastes and trends
- Local regulatory conditions
- Local operations
- Local sourcing teams






Proudly global, the value of our international coverage

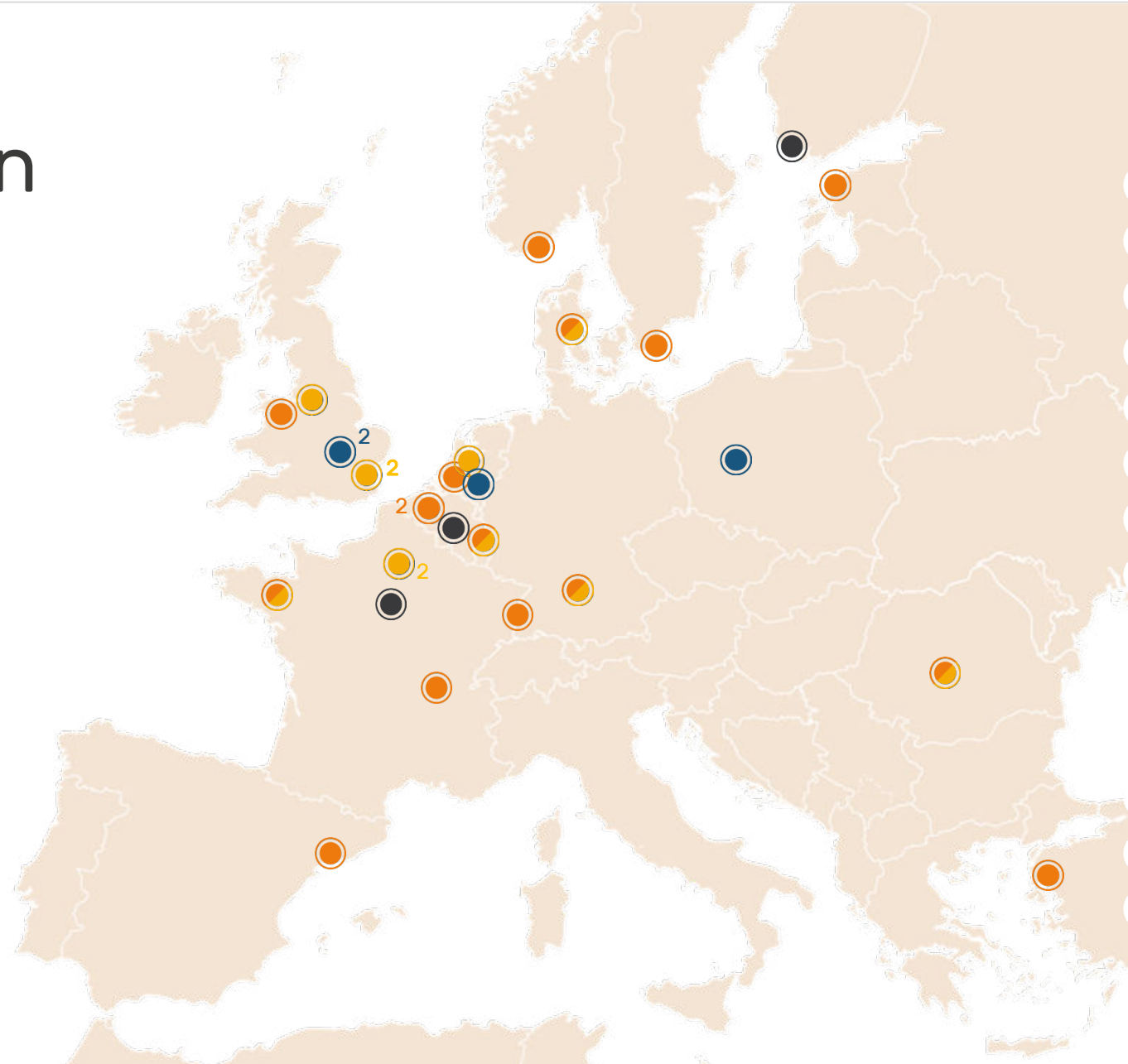
- Global business platforms
- Global R&D community
- Global transformation teams
- Global tastes and trends
- Global regulatory experts
- Global contingency plans
- Global sourcing platform










# Locations in Europe

-  Dry production facility
-  Dry / liquid production facility
-  Liquid production facility
-  Coating production facility
-  Logistics facility



- 6 France - HQ
- 6 United Kingdom
- 4 Belgium
- 3 Netherlands
- 1 Denmark
- 1 Sweden
- 1 Finland
- 1 Norway
- 1 Estonia
- 1 Germany
- 1 Poland
- 1 Romania
- 1 Spain
- 1 Turkey

# Locations in North America

-  Dry production facility
-  Dry / liquid production facility
-  Liquid production facility
-  Coating production facility
-  Logistics facility



4 USA  
3 Canada



**SOLINA**

**THANK YOU!**

**WE MAKE  
FOOD MATTER**